

ONE YEAR OF REFORM--WHAT THE HEADS OF PUBLIC DEPARTMENTS HAVE DONE TO IMPROVE NEW YORK.

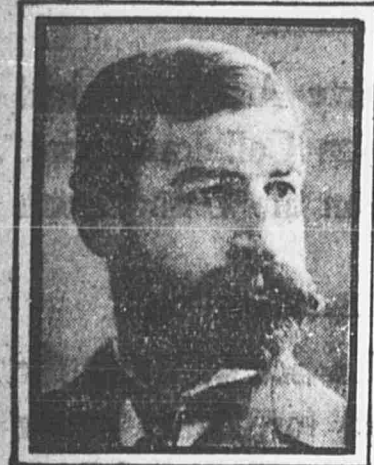
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tion, but also a very marked increase in the primary separation. We have kept separate from the ashes 17,315 loads of garbage which were delivered to the New York Sanitary Utilization Company, thus rendering the ashes cleaner and fit for land filling. This is a very great step in the right direction.

In 1901, in the Borough of Brooklyn, paper trucks were calculated at two loads; in 1901, at three loads, and in 1902 again at two loads. This explains the apparent rise in the number of loads in 1901 and subsequent decrease in 1902. Those loads (with the exception of the garbage) have been hauled to private land dumps in the Borough of Brooklyn. Where last year the average price was 25 cents per cart load of a cubic yard and a half, and 50 cents per truck load of four cubic yards, it is now 10 cents per cartload of one and one-half cubic yards, and 20 cents per truck load of four cubic yards, and in some cases free.

OFFICE OF COMPTROLLER.

Comptroller Edward M. Gault said: "The Comptroller's office is run on a 6 per cent. reduced amount over last year. The collection of arrears of taxes and assessments has been substantially larger than in any previous year. Business methods have been applied and insisted upon in the disbursements of the city's moneys."



E. M. GAULT

"Great convenience to the city and its public school-teachers has been effected in making payments of salaries promptly by a method hitherto unknown in the department. We are sending pay-rolls and pay-checks to the public schools by express. Heretofore the principal of each school called for the pay-rolls and checks at this office at the loss to the city of some part of the principals' time each month. There is no delay and the teachers get their checks on time. In like manner we are having jurors in Queens. The method of distributing pay-checks generally has been changed. Now we send a pay-master among the laborers while at work. Formerly the laborers concentrated in masses on pay-days and many hours in the course of a month were thereby lost to the city. For this lost time the city was always paid."

"We have collected half a million dollars by notifying all delinquents in arrears for personal taxes through the mails, thus saving the penal charges of the marshalls for making such collections."

"We protested early against certain specifications in the contracts for asphalt and secured injunctions in the courts against the letting of any contracts for asphalt on the old contract specifications. We were sustained and have prescribed new specifications with the result that to-day asphalt is being laid for one-third, and in some instances one-half less than the charges which the city paid in previous years."

"Differing from the Rapid Transit Commission in giving vault privileges to the Belmont subway people for annual payments of \$25,000, we fixed on a five per cent. valuation of vault privileges per square foot, which will result in more commensurate compensation to the city. We will seek to have the charter amended to cover this point in the future."

"Special attention has been paid to the handling of the city's real estate and to the development of a real estate bureau adequately equipped. The city is probably the largest owner and largest buyer of real estate in the city and we are working to systemize and perfect this branch of the city's business."

"The Mayor's attention has been called by this department to the gross inequalities in the assessment of real estate. The policy of observing the law of making the assessments equal has been adopted. The proposition for the relief of the Sinking Fund, if carried out, will reduce taxation one-tenth."

"Reform has been effected in the cases of certain charitable institutions which have been in receipt of moneys from the city. Bills contemplating changing the law regarding the collection of taxes and certain needs in the law for the collection of taxes on assessments will be introduced at the next session of the Legislature. I resisted unsuccessfully in the Rapid Transit Commission, but succeeded in the courts, the effort to make the city pay for the electrical conduits in the Subway. This alone would have cost the city \$1,125,000."

"We have passed favorably on the matters of new bridges, and great improvements which will, when finished, make history for the present administration."

DEPARTMENT OF CORRECTION.

Thomas W. Hynes, Commissioner of Correction:

"We have made more radical changes for the betterment of the public penal institutions in a year than has ever been done in ten years under any other administration, whether Democratic or Republican. Everybody under me, deputies, wardens and keepers, had but one idea in mind, to do the greatest good at the least possible cost."

"And yet we have spent something like \$20,000 less than was expended by the former administration. Had the Board of Estimate granted the \$40,000 that I wanted last year and for the coming year to build a steam-heating plant for the Blackwell's Island Penitentiary, the expenses would have been \$20,000 greater than under the last administration."

"When I took office I started out first to finish the new City Prison before the new year, and second, to improve the sanitary arrangements in all of the institutions. I have accomplished both objects."

"In the prison we have 300 men, women and 'trustees.' They are all well fed and carefully cared for. The cells are clean and for the most part light."

"Besides the City Prison, we have the Blackwell's Island Workhouse, the Penitentiary, the Kings County Penitentiary, the Hart's Island Reformatory and the six local prisons attached to police courts. Every one is in excellent condition."

"On Hart's Island there are 100 boys getting an education instead of having to associate with the lowest class of misdoers, drunkards of both sexes, thieves and pickpockets."

"Prior to my appointment Hart's Island was used as an old women's workhouse. The Blackwell's Island institution was overcrowded. Now I have sent the oldest men and women from Blackwell's Island there, so that the Penitentiary and Workhouse are not overcrowded. There was plenty of room last summer when the census was higher than ever before. There were 300 men and 300 women there, but they were all comfortable and kept clean."

"We have also established a public school on Blackwell's Island, which is used for the children of the warden and his keepers."

"The filling in of Riker's Island is another thing of which I am proud. Two hundred prisoners in charge of the Warden and six keepers work on the refuse every day, emptying scow after scow. We have filled in fifteen acres, while four years ago, when the work stopped, but six acres had been filled in. Some day the island will be used for a new penal institution."

CORPORATION COUNSEL'S OFFICE.

Corporation Counsel George R. Rives, who was appointed by Mayor Low and assumed office January 1, said:

"I think we have reason to be proud of our work in this department. New branches have been created in Queens, Brooklyn and Richmond. One branch office, which was conducted in connection with the Health Department, was abolished. That office was doing a lot of Health Department correspondence, so in abolishing that branch I decided that the Health Department could look after its work while we attended to the law."

"During the first eleven months we have rendered 1,720 opinions on many big and little. At Albany we killed 48 bills, allowing none to become a law that was not satisfactory to the city administration. I agree with Mayor Low that we can do our own legislating down here. We both agree that home rule can effectively be conducted in New York."

"Up to Dec. 1 there have been 145 decisions in city cases on appeal, of which we have won 116, beaten in twenty-five, with honors even in four. Four out of five cases won on the average is the best test of legal efficiency."

"There have been 538 judgments against the city in the past eleven months, as against 1,912 for the year before. We have collected largely increased sums of money as against collections of years before, but my policy is not to collect money so much as it is to see that the statutes are obeyed for the public comfort and convenience. We have doubled the fines imposed for Health Department violations, chiefly in the milk adulteration cases. The Health people tell me that now there is no adulteration of milk in this city. That in itself tells a story."

"There were thirty thousand names on the books of this office when I took hold of persons in personal tax arrears. Not a single one of them had been paid. We succeeded in collecting arrears amounting up to Dec. 1 to \$26,532. In the previous four years only \$157,314 in all had been collected in personal tax arrears. That's a pretty good showing. A friend asked me the other day, 'What the hell's the matter with you? I told him there was no secret; it was just business.' 'You seemed to be an overwrought rule when I came here that Brooklyn men

GEORGE R. RIVES

ONE EVIDENCE OF REFORM--HOW EMPLOYEES OF THE DEPARTMENT OF CHARITIES HAVE BEEN SPRUCED UP BY COMMISSIONER FOLKS.

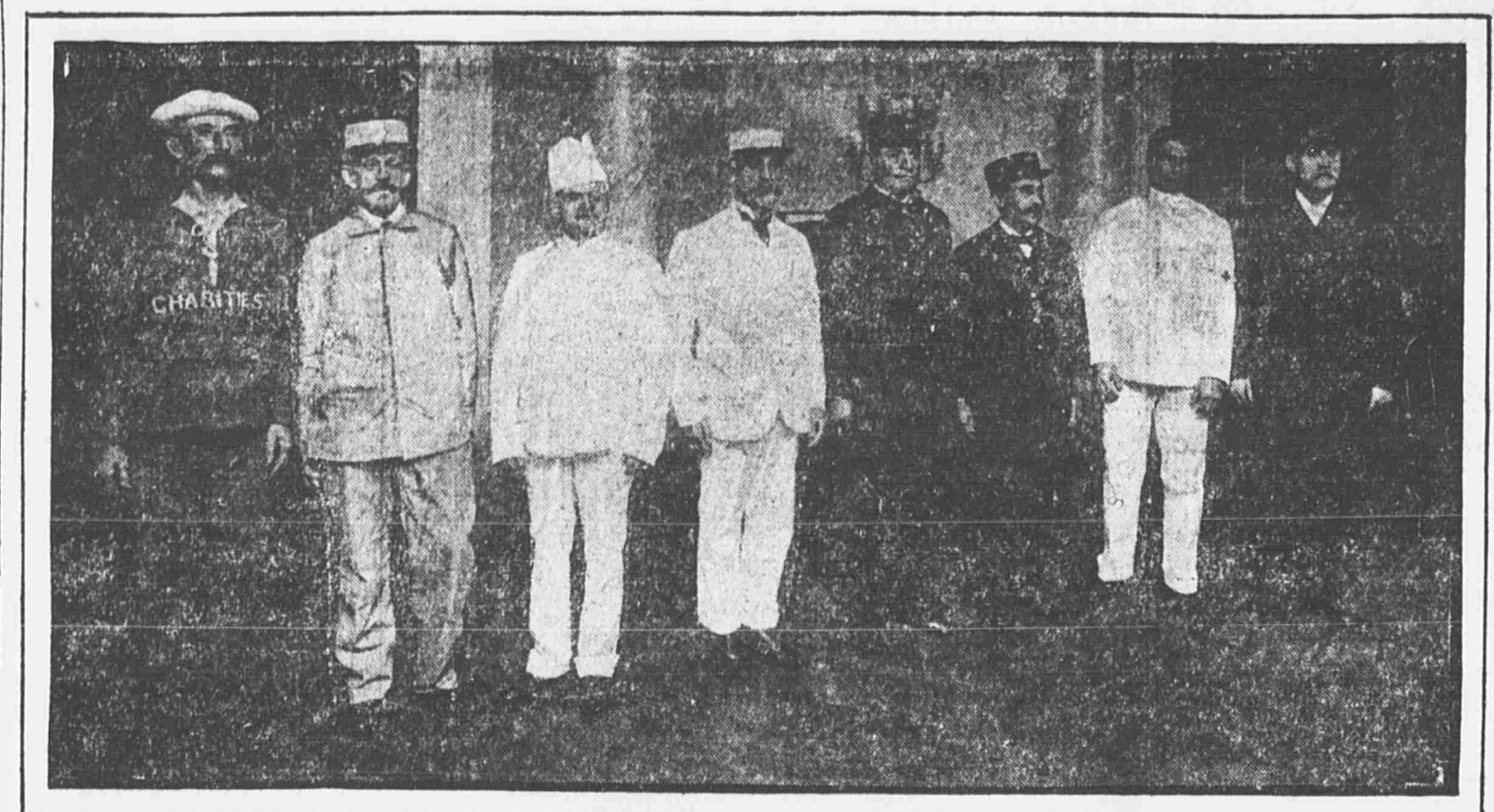


PHOTO BY BYRON

Deckhands, Mechanics, stokers, Kitchen and Orderlies and Hallmen, door-Clerks, super-House staff and Superintendents, deputy superintendents, engineers.

of wealth were not expected to pay personal taxes. To all intents and purposes Brooklyn citizens were exempt from this responsibility to the city. It seemed to be rude even to ask them to pay. But we established a branch in Brooklyn and we got many of the delinquents to pay up. In street-opening proceedings we have actually acquired forty miles of streets. We had great success along that line. We have also studied economy at home and have reduced the expenses of running this department considerably."

DEPARTMENT OF HEALTH.

Dr. Ernst J. Lederle, President of the Board of Health, said: "There were 2,300 less deaths recorded and a lowered death rate of over 3 points in the third quarter of the year, as compared with the corresponding quarter of the year 1901. The greatest decrease, 1.17, occurred from the deaths reported from sunstroke. The year of 1902 was welcome cool, as compared with that of the previous year, which was one of the hottest and most deadly recorded in the history of the department. The next greatest decrease was among the diarrhoeal cases; 94 fewer deaths were reported in deaths from this cause under two years of age. Substantial decreases were shown in quail-pox, measles, scarlet fever, and pulmonary tuberculosis, there having been reported 122 deaths from this latter dreaded disease."

"During the three-quarters of the present year, during which I have carefully studied the reports, there were 514 less deaths reported from pulmonary tuberculosis than in the corresponding period of the previous year--truly a gratifying result. Atmospheric conditions are traceable to a total of 219 deaths to pneumonia, broncho-pneumonia and acute bronchitis. In the cases of diphtheria and croup an increase of 52 deaths is recorded. Whooping cough shows an increase of 122 deaths."

"The adulteration of milk has been closely and diligently prosecuted, as well as all food supplies. At the instigation of this department the Corporation Counsel has prosecuted a number of cases, and it is safe to say that to-day there is less adulteration of this desirable food quantity than in many previous years."

"Our vaccination bureau has been fully equipped and a corps of experienced men, many of them volunteers from the ranks of medical men, comprise a corps ready to meet with any emergency. I apprehend that the death-rate for the closing year will be less than that of any previous year, taking into consideration the growth of population."

This table is significant on that subject:

	1902.	1901.
First Quarter	29.42	21.94
Second Quarter	18.77	18.69
Third Quarter	18.96	22.94

"Thus striking the average we will have a death rate for the first nine months of 19.46 as against 20.50 for the corresponding period of last year. Usually in the first three months of the year the death rate falls off. If this obtains for the rest of the year we will have in proportion a reduced rate of 20, or a small fraction over, which will establish a record for any year's total."

"There have been introduced a number of innovations, chiefly the examination of the eyes of children attending public schools and the juvenile inmates of public institutions. In this direction we have met with great results, and we hope even to accomplish much more for the general good health of the greater city."

POLICE DEPARTMENT.

Col. John N. Partridge, who leaves Mulberry street next Wednesday, said: "The department has been rid of the 'Old Guard'--the men who regarded blackmail money as a police perquisite."

"The captains placed in the old 'Red Light' district have been required to do their duty, and as a result there is not a disorderly house open south of Fourteenth street."

"I have kept politics out of the department almost completely, and made no promotions at the instigation of politicians. All promotions have been made on merit alone."

"I have saved the pension fund many thousands of dollars and the city a considerable sum by economizing in the different police bureaus."

A friend of the Commissioner said: "He leaves the office no richer than when he came into it."

"He has appointed fifteen Captains which at the old price of \$18,000 each would have cost \$270,000. He has made sixty-one sergeants which, at \$4,000 each, would have brought in \$244,000. The one hundred and fifteen roundsmen he has promoted, under old conditions, would have cost \$230,000, and the four hundred patrolmen, at \$300 each, would have cost \$120,000."

"These promotions foot up the 'man' of \$560,000, and the total could easily have reached the million mark."

"The morale of the force has been improved. Captains with an eye for blackmail have been obliged to act very cautiously. Many have been afraid to take even the suggestion of a bribe."

"The Commissioner has opened three new parks--namely, Thomas Jefferson, One Hundred and Eleventh and One Hundred and Fourteenth street between First avenue and the East River; DeWitt Clinton, Fifty-second to Fifty-fourth street

between Eleventh and Twelfth avenues, and William H. Seward, in the lower east side."

"A new public comfort station was erected on the North Meadow in Central Park and sewer built therefrom to Eighth avenue. Arrangements have been made for the building of a new pavilion in William H. Seward Park, Hudson Park, in the Ninth Ward, has been improved and other detail work carried on."

"The laying of the corner-stone for the New York City Public Library and the fitting out and opening of the Museum of Art in Central Park are events of moment crowded within the year. In the Borough of Richmond parks at Stapleton and Port Richmond have been greatly improved."

FIRE DEPARTMENT.

Fire Commissioner Sturgis says: "Chief Croker's removal lifts a baneful influence from the Fire Department, and now that both favoritism and tyranny are removed from the organization its efficiency and creditment will be increased to that degree only shown in a business organization."

"His offences may be briefly summarized as incapacity, both from temper-

ment and acquisitions, to control great conflagrations; a perverted view of the obligations of a public trust which permitted him to use city property for the use of himself and his friends; and lastly, a desire for self-aggrandizement and personal power which was so absorbing as to lead him to prostitute all the powers of his great position to that end."

"During the three years of his incumbency he labored to establish a personal following, to the sacrifice of the welfare of the men of the department as a whole. Friends were honored, and adherents and followers favored, while others were remorselessly punished and those who would not be subservient were made to feel the weight of his displeasure."

"In past years it has been the custom at election time to assess members of the uniformed force for political purposes. This has been done away with. I notified the men that they would have no personal support if they rejected attempts or demands for such exactions, and I have lived up to my promise."

"Second in importance to the removal of Croker I regard the ousting of Patrick F. Ryan from the position of Chief of Construction and Repair to Apparatus. An examination of the books of the repair shops disclosed the existence of a conspiracy for the acceptance from contractors for use in the repair work of the department apparatus and implements and for allowing overtime compensation to favored employees when no emergency required the same. The reports further showed that much private work had been done for ex-Commissioner John J. Scannell and ex-Chief Edward F. Croker."

"I want to say right here that the principles laid down and carried out within the past year have resulted in a general spirit of content and satisfaction throughout the uniformed force, and the firm conviction that the members are being fairly and honestly treated without bias or favoritism now prevails. That influence have been done in the past is shown by the overlooking of many men directly in the line of promotion, and I can show where any number of men who have been slighted by the late administration have now been promoted on merit alone, namely, Chief, Deputy Chief, Cashman and Battalion Chiefs Clark and Gray. Since Jan. 1 the practice of failing to promote those who were without political or other influence has been done away with, and much will continue."

"Informed by complaints from citizens and firemen stationed in theatres that certain managers were making it a practice to crowd the aisles with camp stools and chairs, every effort has been made to enforce the law that there be no recurrence of the Brooklyn Theatre tragedy of some years ago."

"It is the policy of the present administration to enforce the placing of stairpikes in all old business and public buildings, and in all new buildings 100 feet in height."

DEPARTMENT OF GAS AND WATER.

Commissioner of Water Supply, Gas and Electricity Robert Grier Monroe, says:

"In the Water Supply Department an unusual number of contracts have been let for laying new mains and increasing the system of distribution. In the Borough of the Bronx, for example, more contracts for the laying of mains have been let in the past few months than during the previous four years."

"New pumps are in process of construction which will benefit the high service in Manhattan and effectively increase the supply. The entire water-sheds have been inspected and special attention has been given to the sanitary conditions. The revenues will show an increase which can only be compared to the aggregate increases of many years."

"The fraudulent use of the city's water has been detected and stopped. Provision for even a greater city is being made. A commission is investigating to prevent waste and to find available sources for a future supply."

"The lighting of the city involves payment to the gas and electric light companies of upward of \$3,000,000 yearly. The contracts for 1903 contain many substantial modifications over those of last year, and the department believes that a substantial improvement in street lighting will be shown."

"The use of electricity has increased out of all proportion to the growth of the population, and the department has had difficulty in maintaining a proper supervision of the great number of new installations. A matter of obvious public interest is the placing underground of all electrical conductors. Steady progress has been made in that regard in the Borough of Manhattan. In the Borough of Brooklyn, the first effective steps have been taken. By next May fourteen miles of the most important streets in Brooklyn will be practically cleared of the dangerous and unsightly wires. All wires now overhead will in time be placed in underground subways."

FORMER Mayor Robert A. Van Wyck, when seen at his home, No. 135 East Forty-sixth street, to-day by an Evening World reporter, said that the only criticism he would care to make of the past year's work of the reform administration of the public affairs of Greater New York would involve too much self-praise to be delicate or gracious.

He said: "If I were to tell you a word of what I think of Mayor Low's administration I could not utter it without making odious comparisons that would involve self-praise. Neither could I criticize any of the work of the city departments without praising the men who were the heads of those departments under me. The same applies to the Police Department. It is my opinion that the newspapers can keep these people in line better than any individual criticism."

THE DISTRICT ATTORNEY'S OFFICE.

In the absence of District-Attorney Jerome at this country house in Lakeville, Conn., Chief Clerk John A. Hemmery told of the achievements of the District-Attorney's office since the reform administration took office. He said:

"When Judge Jerome took office on Jan. 1, 1902, there were more than nine hundred indictments awaiting action. These covered the years of 1897, 1898, 1899, remain undispensed of. All of the 1897 and 1898 and 1900. Of these less than fifty cases have been eliminated; but one is left out of the 1899, eight of the 1900, and the balance of the fifty are of the 1901 cases."

"On June 13, 1902, the total number pending was 391, and after the summer it ran up to 730. At the close of business to-day the total number in the office is 420, less than half as many as there were a year ago. More than 5,000 new cases have come in; so you see we have disposed of 5,500 cases. There are seven police courts in this county to feed this office, and we have kept up with the current work and caught up with half the old cases. This is the lowest average ever known in this county, and we have handled many long and troublesome cases."

"The number of prisoners now in the Tombs charged to the Court of General Sessions is 146, and of these sixty-six are awaiting the action of the Grand Jury. Eighty-four are awaiting trial. These include about twenty homicide cases and the Christmas and day after Christmas arrests."

"I will venture to predict, and I believe I am conservative at prophecy, that inside of four months we will be able to bring to trial every case within sixty days of the time it comes in."

"When an indictment is found under the practice of the courts if the accused is in prison he has for eight hours before he goes to trial. In every instance cases are being put down for trial within forty-eight hours and sometimes shorter time. The prison cases are being tried within three days, except where the defendant asks for delay. They are not kept waiting."

"We have a system of subpoena serving in which we divide the county in districts and hold one man personally responsible for each district. This we find a deterrent to the old neglect so long practised."

DEPARTMENT OF CHARITIES.

Commissioner Homer Folks said: "Let the public judge for itself of the work done in my department within the year. On Jan. 1, 1902, there was no hospital apart for consumptives in the department, although there were 318 consumptive patients in Bellevue, City, Metropolitan and Almshouse Hospitals, of which were distributed through wards occupied by other patients, while 103 were wards devoted to this disease, but in the same buildings. That I was enabled to open a hospital for consumptives alone in three buildings on Blackwell's Island, and to have the department of the hospital for the insane I consider to be a noteworthy improvement along the lines of reform. The total number of patients admitted from the opening of the hospital to Dec. 1, 1902, is 1,321, and of these 612 have been discharged, of which 240 were decidedly improved."

"In the distribution of supplies the records of the department show that owing to the insufficiency of the appropriation for supplies the amounts of food scales supplied during the greater part of 1901 were much below the requirements of dietary tables. It followed that our records show a substantial increase in the amount of food stuffs was made."

"Supplies of clothing and bedding were found to have been especially inadequate during 1901. All of the institutions have been supplied with reasonable ample quantities. A deficiency in the supply of hospital furniture has been made good. Among the greatly needed articles provided are the following:

"A clinical and pathological laboratory on Randall's Island, including high grade microscopes, water sterilizers and an instrument cabinet for the Maternity Hospital; dental chairs for the City Hospital, and 200 chairs, which were substituted for stools without backs, for the use of patients in the same institution."

"Material economies have been effected in the distribution of supplies, viz.: It was found that bread had been cut in very thick slices, in many cases only a small portion of the slices being eaten and the remainder thrown away. By cutting the bread in thin slices and serving as many slices as each patient wishes a saving of 6,487 pounds of bread during June was effected at the Almshouse alone. This was a single instance where past waste was improved upon at a saving to the greater city without any loss of substance to the inmates."

"A noticeable reform was the uniforming of employees of all the institutions in the department. The officers and employees are divided into eight grades, for each of which a distinctive uniform is provided, and where employees receive small salaries the expense of same is paid by the department. My idea is that the uniforms will materially assist in maintaining a proper standard of discipline by making it easier to detect any employee who is not doing his duty."

"Extensive repairs to buildings have been made. The first act of my administration was to bring about the inspection of all of the municipal structures by the Fire Department authorities and the heads of the Bureau of Buildings. It followed that many needed fire-escapes, additions, plumbing, and general repairs were ordered."

"The bakery has been reorganized and the quality of the bread has been greatly materially improved. Heretofore bread has been bought by contract from an outside person for use of the officers of the institution, but so improved has become the quality of the bread so prepared by the department that it is now preferred by the officers to that which they formerly got outside."

"Female nurses have replaced male nurses in all the wards of the City Hospital."

"Husbands who neglect to support their wives have been fought more systematically and vigorously than ever before. Within the last quarter the amount collected for the support of wives and children and aged parents was \$28,000.25, as against \$19,000.87 during the corresponding quarter of last year, being an increase of \$9,000.38 per cent."

"The management of the Morgue has been reorganized to prevent mistakes, which have occurred in the past, in the delivery of bodies, and also to prevent favoritism to certain undertakers who have by collusion with employees subjected the relatives of patients dying in the city hospitals to importunity, embarrassment, extortion and distress."

"Within the year three hospitals, located respectively at Coney Island, Cumberland street, Brooklyn, and Bradford street, in East New York, have been organized, equipped and thrown open. At the Municipal Lodging-House two private rooms have been fitted up for the woman's department for special cases, and by an arrangement with the managers of the New York Catholic Protective band concerts are provided for the inmates of the Almshouse during July and August."

"Eighteen excursions upon the river were given during summer months to the children and mothers in the Randall's Island institutions, which were an innovation."

"By forcing the work upon the Richmond County Poor Farm vegetables sufficient to supply a population of 2,000 will be produced next summer. As there are 1,500 inmates in city institutions very few vegetables will have to be purchased."

BETH ISRAEL HOSPITAL FAIR

Big Entertainment to Be Held at Madison Square Garden.

The annual fair of the Beth Israel Hospital will be held in Madison Square Garden Saturday evening, Jan. 2. Gov. Odell and Mayor Low will be among the prominent men to attend the festival by their presence. It is expected that 6,000 will be raised. The hospital has the backing of 22 Jewish congregations and benevolent societies and the endorsement of the leaders of Jewish society."

After the fair proper Sam Bernard and Miss Edna Wallace Hopper will try to sell more of the things which are left over than Thomas Q. Seabrooke and Miss Kitty Barry can. There will be a ballet diversionment by fifty dancing girls and the whole entertainment is to conclude with a ball. The hospital, which has just been completed, stands at Jefferson and Cherry streets. The \$40,000 is needed for its maintenance.

Funeral of Dr. Temple. CANTERBURY, England, Dec. 27. The remains of Dr. Temple, Archbishop of Canterbury, were interred in the cloisters of Canterbury Cathedral this afternoon. The obsequies were carried out as simply as possible, in accordance with the late Archbishop's desires.